

Stakeholder Engagement Plan: Standardized Component

GE Vernova,

our portfolio of energy businesses

Version 1.0

Prepared pursuant to ORECRFP22-1

with

New York State Energy Research and Development Authority

Albany, NY

Prepared by

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GE VERNOVA

Our portfolio of energy businesses

January 26, 2023

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1. Stakeholder Engagement Plan Summary

1.1. Overall philosophy and principles

The General Electric Company (GE), and GE Vernova, our portfolio of energy businesses, appreciates the opportunity to provide this Stakeholder Engagement Plan to the New York State Energy Research and Development Authority (NYSERDA).

GE Vernova will be the parent company of our wind energy businesses, including two subsidiaries mentioned throughout these Supply Chain Investment Plans -- GE Offshore Wind, our business that builds, supplies, and services offshore wind turbines, and LM Wind Power, a business that produces wind turbine blades for onshore and offshore wind for GE and other companies. In general, we will use the name "GE Vernova" to refer to the proposals and commitments we are making in this document. In a few cases, we refer to GE, the heritage company, individual businesses or a specific legal entity to be more precise. All individual businesses or legal entities mentioned roll up to GE Vernova.

As both New York and the nation's leading manufacturer and innovator of clean energy technology, GE values and shares with the thoughtful approach being considered by NYSERDA to not only advance the growth of renewable energy in the state but also advance economic development and jobs related to the growth of offshore wind. Reflecting this strong commitment is our proposal to establish a facility at the Port of Coeymans in New York's Capital region. *Our Standardized Component will further reinforce this commitment by highlighting how we will: 1) leverage our experience and extensive knowledge across the energy industry; 2) build on our established history and current presence in the state of New York; and 3) work proactively with all relevant stakeholders to ensure overwhelming success for New York, our customers, industry partners, and third-party entities.*

Engagement Philosophy & Mission

Throughout our 130-year history, GE has demonstrated a larger purpose of lifting up the quality of life for people around the globe. Our global employees work with customers, partners, communities, and governments in over 175 countries to deploy and innovate technology to solve the world's most pressing sustainability challenges. Every day, our people *rise to the challenge of building a world that works.*

GE has a long history of productive engagement in New York that encompasses a wide variety of stakeholders. We maintain strong relationships and partnerships across the state. We recognize stakeholder engagement is a critical part of the success of our facilities. For this reason, we place a high priority on our engagement and outreach and have already started the process.

[[REDACTED SECTION]]

With this foundation and a history of working to support jobs and economic growth in disadvantaged communities, we are eager to expand our presence in the state. This includes further building our presence in

disadvantaged communities (DACs), identified in the recent guidance from the Climate Action Council and Climate Justice Working Group.

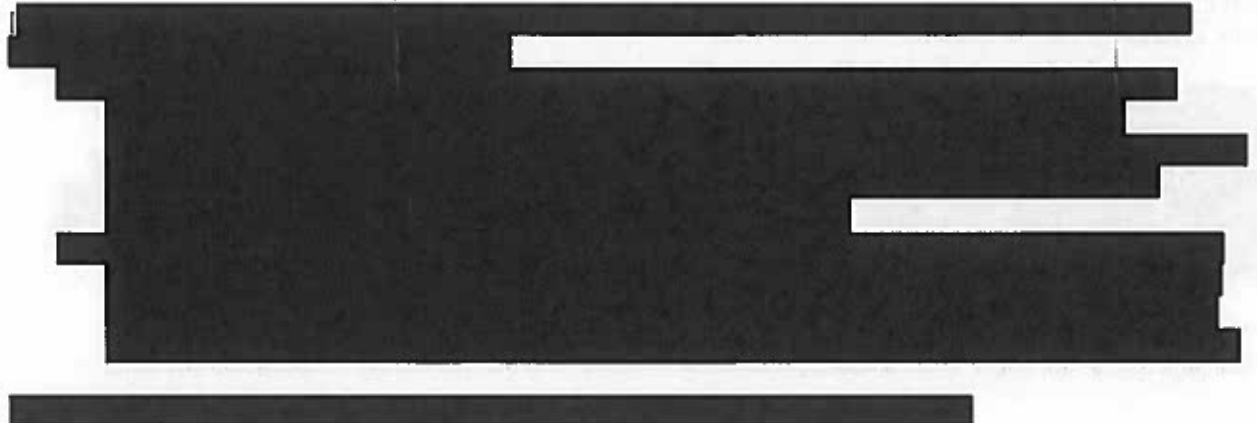
1.2. Overall approach to incorporating data and stakeholder feedback



Before engagement can begin, GE understands that we need to know *who* we're engaging, along with their influence, areas of interest and need, and sentiment towards the project. To map stakeholders relevant to the facility, GE has already conducted (and plans to continue conducting) rigorous research to inform the creation of this Stakeholder Engagement Plan (and our broader SCIP narrative response). This included literature and data reviews of NYSERDA resources, state data, and other publicly available sources with the aim of identifying key stakeholders, communities, and organizations of interest, as well as associated demographics and socioeconomic indicators (please see the SCIP narrative for the results of some of that work). As stakeholder identification and mapping is an ongoing process, GE plans to continue to gather additional stakeholder information throughout the life cycle of the project. We expect to utilize an iterative process, where current stakeholders may inform us about new stakeholders through engagement activities and communications, and GE hopes to, in turn, use this information to continuously build out our database of stakeholders relevant to the project. Additionally, we expect to periodically monitor new literature from NYSERDA to stay up to date on information pertaining to DACs (knowing that the work of the Climate Justice Working Group is not yet complete) and other interest groups relevant to the project and incorporate this information into our stakeholder engagement initiatives.

GE's Engagement Initiatives to Date

GE has a more than century history of engagement with many critical stakeholders across sectors and geographic regions and has allocated significant resources to foster these stakeholder relationships. Currently, GE is allocating resources to support clean energy and workforce development initiatives through a variety of training, outreach, and engagement programs and measures. An overview of these engagement initiatives by stakeholder type follows.



[Redacted]

[Redacted]

[Redacted]

Engagement Topics of Interest

[Redacted]

[Redacted]



1.3. Existing guidance and best practices that will be followed

GE and its partners are committed to an 'international best practice' approach to engagement. In line with those best practices, GE's philosophy is to ensure that stakeholder engagement is conducted based on timely, relevant, and accessible information, always seeking to ensure that stakeholders are given sufficient opportunity to voice their opinions and concerns, that this feedback influences project decision-making as much as is appropriate, and that stakeholders are treated with care and respect, including through following up on their open concerns.

Specific to New York, GE knows that NYSERDA has already conducted rigorous research to support these best practices and to identify critical stakeholders within the offshore wind and clean energy ecosystems. Key NYSERDA resources that GE has used or expects to use to guide stakeholder engagement include:

- [NYSERDA's Guiding Principles for Offshore Wind Stakeholder Engagement;](#)
- [Offshore Wind Youth Action Program;](#)
- [New York State Disadvantaged Communities Barriers and Opportunities Report;](#) and
- [Disadvantaged Communities map](#) (draft and final, when available).

By leveraging the information included in these guiding documents, GE is well positioned to promote active and ongoing engagement strategies and activities in line with NYSERDA's overarching goals for long-term stakeholder engagement for the offshore wind industry. Additionally, GE can prioritize engagement with communities already identified by NYSERDA as critical populations for engagement and investment towards developing an equitable offshore wind industry.

2. Stakeholder Identification and Stakeholder List

2.1. Overview and stakeholder identification objectives

Our stakeholder list and engagement plan focus on the stakeholders interested in or affected by the creation of the proposed facility at the Port of Coeymans. Stakeholders identified in this document include but are not limited to: elected leaders, organized labor, minority-focused groups, educational organizations, business groups, and environmental non-profits. The stakeholder list will continually be reevaluated, expanded and/or amended throughout the project's development and for the length of our manufacturing presence in the state.

In addition to the stakeholder engagement plan related to our manufacturing facilities, we will also work closely with our customers on their parallel stakeholder engagement plans to ensure alignment, coordination, and collaboration.



[REDACTED]

[REDACTED]

GE Departments Leading Engagements

[REDACTED]

Stakeholder Group	GE Individual/Department Leading Engagement
Government & Elected Officials	[REDACTED]
Organized Labor	[REDACTED]
Disadvantaged Communities & Environmental Justice Representatives	[REDACTED]
Business & Trade Associations	[REDACTED]
Workforce Development & Higher Education Partners	[REDACTED]
Environmental & Conservation Groups & NGOs	[REDACTED]

2.2. Assigning team members in your organization as the primary relationship holder

[REDACTED]

Name/Title	Role/Responsibility	Contact information
]]

Community Liaisons

[Redacted]

3. Stakeholder Engagement Goals

3.1. *Defining Goals and Desired Outcomes*

To guide engagement strategies and initiatives, GE has established the following general goals for facilitating engagement with stakeholders across sectors and with community members impacted by our investments.

[Redacted]

Stakeholder Group	Engagement Priorities
[Redacted]	[Redacted]
[Redacted]	[Redacted]

Stakeholder Engagement Plan - GE Renewable Energy

[REDACTED]	<ul style="list-style-type: none"> • <u>Understand their needs and ensure their inclusion in the project</u> • <u>Well-informed about the proposed facility development</u> • <u>Offer training and employment opportunities</u>
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

In addition to general engagement goals, GE has set specific goals and planned targeted activities to ensure direct and meaningful engagement with DACs and environmental justice groups impacted by the project.

Goals for benefiting DACs

- Educate and equip local DACs to find employment and contracting opportunities
- Co-design programs or projects with and for DACs
- Develop channels and tools for people to report local concerns
- Directly address barriers to opportunity and workforce participation

Engagement Activities to Incorporate the Perspectives of DACs and Environmental Justice Communities

• **Activities to Date**

[REDACTED]

• **Planned Activities**

[REDACTED]

Collaborative decision-making is at the forefront of GE’s strategy for conducting stakeholder engagement and outreach. To this end, GE has designed all of the stakeholder engagement tools and activities described in this document to facilitate and encourage collaborative decision-making across stakeholder groups. For more

information and a full list of proposed engagement activities that will utilize this collaborative methodology, please see section 4.1 Planned Activities and Outreach.

4. Stakeholder Engagement Activities, Consultations and Partnerships

4.1. *Planned Activities and Outreach*

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

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[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Accessibility

GE's goal to 'meet people where they are' will ensure accessibility in all its forms. This work can involve: offering interpretation and translation services in relevant languages; hosting activities in spaces that are comfortable, safe, and convenient for a given stakeholder or community; serving food from and supporting valued local businesses; ensuring ADA color compliance; balancing a mix of written and graphic materials to convey messages clearly; accounting for childcare and transit; hosting meetings at different times of day; and demonstrating a fundamental understanding of stakeholder need, sentiment, and context. GE will have all of this in mind when engaging with stakeholders.

[REDACTED]

[REDACTED]

Engagement Activity Informing Protocol

Prior to conducting outreach with stakeholders, GE will inform NYSERDA of planned outreach communications and activities on a quarterly basis (or other cadence, at NYSERDA's preference). These will include alerting NYSERDA prior to scheduling and conducting targeted, closed engagement activities and posting public events to GE's project website event pages. GE will inform NYSERDA via email or phone call of planned activities and communications, and, when relevant, await confirmation to proceed prior to scheduling and publicizing these engagement activities.

Engagement Follow-Up Protocols

[REDACTED]

4.2. Planned Partnerships

[REDACTED]

5. Tracking Progress and Communications

5.1. Tracking Stakeholder Engagement

GE will report out to NYSERDA periodically to reflect on and improve stakeholder efforts as needed. Specifically, GE proposes quarterly updates to a rolling log showing stakeholders engaged, outcomes achieved, and relevant issues flagged for follow-up or resolution. GE hopes to work with NYSERDA at project outset to include all relevant 'metrics' in this log. Ideas for success definition include:

- Number of people and groups engaged
- Number of people and groups engaged from DACs
- Number of people hired from DACs
- Number of M/WBE and SDVOB businesses hired
- People trained or retrained to enter the offshore wind workforce
- Accessibility measures implemented
- Input received on key issues - and those incorporated into project
- Input received on key issues - and those not incorporated into project, but explained to stakeholders
- Follow up on digital and in person questions and communications
- Schedule adherence for development and construction (i.e., few delays due to stakeholder concerns)
- Diversity of times and locations where engaged is held

[Redacted]

[Redacted]

Engagement Tracking tables

The following tables will be included and likely augmented with the above mentioned metrics for every quarterly report delivered to NYSERDA.

Example of tiered engagement tracker

The table below will show the organizations that have had the most engagements with their relationship owner

[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]

[Redacted]

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]

[REDACTED]

5.2. Tracking Stakeholder Marketing Efforts

[REDACTED]

[REDACTED]

[REDACTED]

[[A [REDACTED]

[[A
 [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Example of public campaign and marketing method tracker

The table below will show methodology for initiating public marketing campaigns and details pertaining to campaign implementation.

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

[REDACTED]

Stakeholder Engagement Plan

Strategic Objectives

1.0 Introduction

2.0 Stakeholder Identification

2.1 Stakeholder Mapping

2.2 Stakeholder Prioritization

2.2.1 High Impact

Stakeholders with high impact and high interest are the primary focus of the engagement plan.

2.2.2 Medium Impact

2.2.3 Low Impact

3.0 Stakeholder Engagement Strategy

3.1 Stakeholder Engagement Objectives

Key objectives include:

4.0 Implementation



Stakeholder Engagement Plan: Narrative Component

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F.1 Stakeholder Engagement Plan Summary

The General Electric Company (GE), and GE Renewable Energy Offshore Wind appreciates the opportunity to provide this narrative on our Stakeholder Engagement Plan to the New York State Energy Research and Development Authority (NYSERDA). As both New York and the nation's leading manufacturer and innovator of clean energy technology we value and align with the thoughtful approach being considered by NYSERDA to not only advance the growth of renewable energy in state but also advance economic development and jobs related to the growth of offshore wind. Reflecting this strong commitment is our proposal to establish a facility at the Port of Coeymans in New York's Capital region. *Our Narrative Component will further reinforce this commitment by highlighting how we will: 1) leverage our experience and extensive knowledge across the energy industry; 2) build on our established history and current presence in the state of New York; and 3) work proactively with all relevant stakeholders to ensure overwhelming success for the state of NY, our customers, industry partners, and third-party entities.*

Engagement Philosophy & Mission

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GE has a long history of productive engagement in New York that encompasses a wide variety of stakeholders. We maintain strong relationships and partnerships across the state. We recognize stakeholder engagement is a critical part of the success of our facilities. For this reason, we place a high priority on our engagement and outreach starting on day 1.

[REDACTED]

[REDACTED]

We will continue approaching our engagement by focusing on reaching all relevant stakeholders through early, sustained, open, and transparent dialogue. Given the complexity of the offshore wind industry, the wide variety of critical stakeholders, and the multifaceted length of the entire life cycle of a project, we are mindful of the importance of working together. This approach will help us identify and mitigate any concerns or conflicts early in the process and throughout the project's execution.

F.2 Stakeholder Identification and Stakeholder List

Stakeholder Engagement Plan - GE Renewable Energy

Our stakeholder list and engagement plan focus on the stakeholders interested in or affected by the creation of the proposed facility at the Port of Coeymans. Stakeholders identified in this document include but are not limited to: elected leaders, organized labor, minority-focused groups, educational organizations, business groups, and environmental non-profits. The stakeholder list will continually be reevaluated, expanded and/or amended throughout the project's development and for the length of our manufacturing presence in the state.

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[REDACTED]

[REDACTED]

[REDACTED]

Overall Strategy Considerations

Please see F.4 Stakeholder Engagement Activities and Partnerships for a discussion of specific needs, accessibility, and overall strategy considerations to 'meet people where they are.'

Government and Elected Officials

Establishing the policy framework, obtaining funding, setting expectations, and communicating with the NYS Executive Branch - specifically NYSERDA and the Executive Chamber - are all critical to the success of this project. The federal officials listed below are key supporters of the project. Collectively, they can help to raise its political profile and act as a convener for all stakeholders in New York. GE also will be conducting outreach to those elected officials who represent key government partners at the local and county levels.

[REDACTED]

[REDACTED]

Federal:

- The Honorable Charles Schumer, U.S. Senate (members of the staff)
- The Honorable Kirsten Gillibrand, U.S. Senate (members of the staff)
- The Honorable Paul Tonko, U.S. House of Representatives (members of the staff)
- The White House and Office of Domestic Climate Policy -John Podesta, Ali Zaid (other members of the staff)
- Department of Energy - Secretary Jennifer Granholm (members of the staff)
- Department of Interior, Secretary Deb Haaland (members of the staff)
- Department of Commerce, Secretary Gina Raimondo and members of the staff
- Department of Labor, Secretary Martin J. Walsh (members of the staff)]]

Organized Labor

[REDACTED]

[REDACTED]

[REDACTED]

[Redacted]

Disadvantaged Communities & Environmental Justice Representatives

[Redacted]

[Redacted]

Business & Trade Associations

[Redacted]

[Redacted]

[Redacted]

Workforce Development and Higher Education Partners

[Redacted]

[Redacted]

Environmental & Conservation Groups & NGOs

[Redacted]

[Redacted]

F.3 Stakeholder Engagement Goals

GE is committed to ensuring stakeholders understand the plan and every stage of the process. Our commitment is to be full partners and coordinate with every stakeholder, engage them early and often, be available in real-time, and work in an environment of transparency and candor.

GE has established the following general goals to engage all stakeholders across different groups and community members impacted by our investments.

[REDACTED]

F.4 Stakeholder Engagement Activities and Partnerships

Starting on Day 1, stakeholder engagement will form a critical part of each phase of facilities' development, from planning to construction to operations. GE proposes the following menu of tailored engagement tactics to be deployed strategically through these project phases. The variety of proposed activities is intended to reach a diversity of stakeholders and meet them 'where they are,' both figuratively and literally.

[REDACTED]

Accessibility

[Redacted]

[Redacted]

6.A.1 Potential Engagement Activities by Project Phase*

Engagement Tactic	Planning	Construction	Operations
Digital Campaigns	✓	✓	✓
New York Stakeholder Council	✓	✓	✓
Project Kick-Off Workshop	✓	✓	
Focus Groups	✓		
One-on-one Meetings	✓	✓	
Project Gallery	✓	✓	
Briefings with Elected and Government Officials	✓	✓	✓
Training and Hiring Activities	✓	✓	✓
Supplier Forums	✓	✓	✓

[Redacted]

Digital Campaigns: GE’s communications team plans to launch a digital information-sharing campaign to support the factories, sharing key information, opportunities and other resources. We will create compelling content to share on social media to advertise relevant project details, build a strong brand for the project, and as needed, collect feedback on targeted questions. The goal is to reach and activate as many stakeholders as possible and for

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Training and Hiring Activities: GE is committed to developing a diverse and highly skilled workforce to build, install, and maintain our facilities. We have extensive experience conducting engagement towards the goals of diverse training and hiring, and will continue this deep work throughout the facilities' development, including through the following channels:

[REDACTED]

[REDACTED]

Defining Success

Please see F.5 Tracking Progress and Communications for a discussion of metrics and success definition.

F.5 Tracking Progress and Communications

GE will report out to NYSERDA periodically to reflect on and improve stakeholder efforts as needed. Specifically, GE proposes quarterly updates to a rolling log showing stakeholders engaged, outcomes achieved, and relevant issues flagged for follow-up or resolution. GE hopes to work with NYSERDA at project outset to include all relevant 'metrics' in this log. Ideas for success definition include:

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[REDACTED]

[REDACTED]

Prior to conducting outreach with stakeholders, GE will inform NYSERDA of planned outreach communications and activities on a quarterly basis (or other cadence, at NYSERDA's preference). These will include alerting NYSERDA prior to scheduling and conducting targeted, closed engagement activities and posting public events to GE's project website event pages. GE will inform NYSERDA via email or phone call of planned activities and communications, and, when relevant, await confirmation to proceed prior to scheduling and publicizing these engagement activities.